Ministry of
Water, Land and Air Protection

SERVICE PLAN
2002/2003 – 2004/2005

BRITISH COLUMBIA

Ministry of
Water, Land and Air Protection

February 2002

For more information on the British Columbia
Ministry of Water, Land and Air Protection, contact:
Communications Branch
PO BOX 9360
STN PROV GOV'T
VICTORIA, BC
V8W 9M2

or visit our Web site at
www.gov.bc.ca/wlap/

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A *New Era* of Government Service

Three-year Service Plans represent an important part of the government's commitment to open and accountable government. In August 2001, the government amended the *Budget Transparency and Accountability Act* to require government to table a three-year Strategic Plan and annual three-year service plans for ministries and government organizations with the provincial budget. These Plans will ensure government and its individual ministries clearly outline their goals, and enable British Columbians to hold government accountable for its decisions and actions.

The government's Three Year Strategic Plan articulates the government's vision: *British Columbia is a prosperous and just province, whose citizens achieve their potential and have confidence in the future.* It also establishes three strategic goals that are key to achieving the government's overall vision:

- A strong and vibrant provincial economy
- A supportive social infrastructure
- Safe, healthy communities and a sustainable environment

This Service Plan details the Ministry's mission and objectives, which support the government's strategic goals. The Service Plan also includes performance measures that will be used to assess the Ministry's progress in achieving its objectives. Ministry objectives and performance measures are a new initiative. In some cases, as planning progresses, performance measures will become more detailed as they are further developed.

After the end of each fiscal year, the ministry will prepare a Service Plan Report that will describe actual accomplishments for the year just completed. The Report will include a comparison of planned and actual results, from both a financial and performance measure perspective and allow the public to assess the government's performance.

In the years ahead, Service Plans and Service Plan Reports, prepared by government ministries and organizations, will become the key tool by which government will manage public resources to ensure government programs are contributing, in a measurable way, to key government priorities in an efficient and effective manner.

The government's three-year Strategic Plan and Ministry three-year Service Plans will guide the reform of the province's public services so they meet British Columbians' needs. Measures to revitalize economic prosperity and protect and renew public services will lay the groundwork for a future of new opportunity for all British Columbians.

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Accountability Statement

BRITISH COLUMBIA

Ministry of
Water, Land and Air Protection

The 2002/2003 – 2004/2005 Ministry of Water, Land and Air Protection Service Plan was prepared under my direction in accordance with the *Budget Transparency and Accountability Act*. I am accountable for the basis on which the plan has been prepared. The plan was developed in the context of the government's *New Era* commitments which are to be addressed by May 17, 2005. All material fiscal assumptions and policy decisions as of January 28, 2002 have been considered in preparing the plan and I am accountable for achieving the specific objectives in the plan.

Honourable Joyce Murray,
Minister of Water, Land and Air Protection

February 6, 2002

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I. Introduction

British Columbia enjoys an exceptional wealth and diversity of ecosystems and natural resources. Together, they confer a wide range of economic, social and recreational benefits, and a concurrent responsibility to future generations. The ministry plays an essential role in encouraging and supporting the efforts of British Columbians to maintain a healthy environment and the important benefits that accompany it — enhanced human health, sustainable economic development and a high quality of life. Prudent management and protection of the natural environment will help ensure that the benefits we enjoy today will be available for our children and grandchildren in the future.

II. Strategic Context

Vision

The ministry's vision is a clean, healthy and naturally diverse environment that enriches people's lives, now and in the future.

Mission

The ministry helps British Columbians limit the adverse effects of their individual and collective activities on the environment. The ministry works to protect human health and safety by ensuring clean and safe water, land and air; to maintain and restore the natural diversity of ecosystems, and fish and wildlife species and their habitat; and to provide park and wildlife recreation services and opportunities to British Columbians and visitors.

Over the next three years, the ministry will also be implementing several *New Era* commitments and key projects, including protection of drinking water sources and groundwater, a provincial Living Rivers Strategy and a plan for improving air quality in threatened airsheds.

Organizational Values

The ministry is committed to respecting staff and creating a healthy workplace that sets and communicates clear expectations, and supports a culture of staff development, recognition, reward and opportunity. The ministry will focus on achieving high environmental standards through adopting a culture of continuous adaptation to change, striving to consistently meet agreed upon client requirements and ensuring continuous improvement in the management of the environment in this province.

Planning Context

Government Priorities and Commitments

The government places a high priority on encouraging a thriving private sector economy that creates high-paying jobs, maintains high environmental standards and respects the strong environmental values of British Columbians.

Key Trends

British Columbia's economy is based both on the direct use of natural resources (for example, by forestry) and on activities (such as tourism) that depend strongly on natural diversity and environmental quality. The province has a growing urban population with strong environmental values, yet both urban and rural residents rely on extensive access to land and natural resources for economic and recreational uses. Non-government environmental groups are highly visible, informed and active. International awareness of the province's environmental resources and issues has grown significantly, along with the need to respond to and participate in national and international environmental agendas. In addition, the division of roles and responsibilities for environmental management among different levels of government is not always clear to the public.

Cost Drivers and Risks

Outdated, prohibitive environmental regulatory processes create higher costs for both government and private businesses.

Inflexible statutory decision-making processes (for example, contaminated sites) result in conflicts and litigation. Competition for ministry resources between new priorities and traditional activities, along with increased regulation, has resulted in service backlogs, poor environmental monitoring and reporting systems, and limited capacity to conduct or gather scientific research. Among the new demands, federal species at risk legislation will require a higher level of habitat protection and recovery action, and actions to address climate change will require investment in science, analysis, negotiation and mitigation, including green technologies and infrastructure.

Public Expectations

There is strong public support for a world-class parks system, and for expanded park- and wildlife-related opportunities for small business, especially in rural communities. The public is becoming more aware of the links between their health and the quality of air and water — almost two-thirds of British Columbians think environmental problems affect their health a fair amount or more (Environics, 2001). British Columbians do not accept the inevitability of trade-offs between economic and environmental well-being. "To reduce industrial pollution, British Columbians, particularly those in Vancouver, are the most likely of Canadians to think that financial incentives will be most effective." (Environics, 2001).

Strategic Shifts

The ministry's challenge is to achieve its environmental mandate with substantially fewer ministry staff and funds. Over the next three years, the ministry will be changing its business methods to reduce its own costs, reduce the costs incurred by those who must meet environmental standards, reduce conflicts and litigation, eliminate service backlogs and focus efforts in areas where there is the greatest risk to the environment.

These changes are intended to achieve continuous improvement in both the management of ministry resources and in the environmental quality of the province. The strategic shifts are outlined in Table 1 below.

Table 1 — Strategic Shifts in Water, Land and Air Protection

FROM	TO
Ministry as sole protector of the environment.	Shared stewardship — sharing responsibility for the environment with others as appropriate and emphasizing a ministry staff culture of client service.
Prescriptive approaches using prohibitions and controls.	Setting appropriate environmental standards, and ensuring standards are met.
Unclear accountability for environmental results.	Clear roles for ministry, industry and other stakeholders in the gathering and reporting of environmental information and achieving environmental objectives.
Well-developed but single-focus ministry initiatives.	Integrated ministry program delivery based on best available science and an ecosystem-based approach.
Constraints on economic development.	Economic development based on clear, reasonable environmental outcomes, with discretion as to how to achieve these outcomes.
Proprietary information belonging to government.	Public information made available in a transparent, timely and accessible manner.

III. Core Business Areas and Performance Measures

Core Functions

In implementing the strategic shifts outlined above, the ministry will place greater emphasis on core 'planning' and 'checking' functions or activities; and less emphasis on the administration of direct service delivery, or 'doing' functions (Table 2).

Table 2 – Core Functions in Water, Land and Air Protection

CORE FUNCTIONS			
Benchmarks and targets Standards Science-Knowledge Risk Analysis Strategy development Partnerships	Controls/Prohibitions Strict Regulation Permits Consulting (review, design) District Management Person-to-person client service	Results-based regulation/tools Shared Stewardship development Web-based client service	Compliance Monitoring Inspection Audit Reporting Evaluation Enforcement
Plan	*Do*		*Check*

Continuous quality improvement

Act

Specifically, the ministry will put more emphasis on planning functions — such as developing clear environmental standards and performance expectations, and expanding partnerships — and on checking functions — such as ensuring compliance through monitoring, auditing and public reporting, and using enforcement where necessary. The approach to 'doing' functions or activities will change — for example, site-specific waste permits or authorizations will be replaced by performance-based regulations or guidelines where appropriate.

The ministry will emphasize shared stewardship by encouraging others to accept a greater role in environmental stewardship, and facilitating community initiatives to protect and restore their local environment. Person-to-person client service will be replaced by enhanced web-site information. Continuous quality improvement is achieved by acting to ensure the results of checking functions are used to inform the ongoing implementation of planning and doing functions.

Non-Core Functions

Fewer ministry staff and funds will be directed to:

- permitting of low- and medium-risk pollution sources, which will be addressed through codes of practice and other authorization tools;
- providing advice to industry and local government on habitat and ecosystem protection;
- directly protecting habitat and fish and wildlife species where risks are relatively low;
- providing camping and recreational services such as hunting and angling opportunities (including stocking of lakes and rivers) where recreational use is low or costs cannot be recovered (cost recovery will be largely dependent on the management and funding model adopted for parks, and hunting and angling); and
- providing face-to-face client service where this can more efficiently be delivered through web-based information.

In addition, the ministry will eliminate the current subsidies extended to some recreational user groups.

Transition Strategy

Changing the business methods of the ministry with a substantially reduced level of funding will be a significant challenge. The ministry has been provided with transition funding to develop new business models over the next three years. However, full transition will take time and effort, particularly for restructuring and re-aligning ministry resources, re-training staff, implementing changes to legislation and developing new partnerships. By the end of the transition period in 2004/2005, the ministry will be transformed to provide:

- more flexibility with regard to how (but not whether) environmental objectives are met;
- increased focus on setting environmental standards, on monitoring based on science, and on auditing and reporting results publicly;
- greater financial penalties for violations as part of a revised approach to achieving compliance;
- new opportunities for commercial recreation service delivery;
- more delegation of authority to the service delivery level;
- increased service delivery through partnerships; and
- more electronic service delivery and enhanced web access to ministry information.

Core Business Areas

The Ministry of Water, Land and Air Protection has three core business areas:

- **Environmental Protection** of air, water and land quality;
- **Environmental Stewardship** of biodiversity, including wildlife, fish and protected areas; and
- **Park and Wildlife Recreation** management, including hunting, angling, park recreation and wildlife viewing.

These core businesses are delivered through three Divisions: the *Environmental Protection Division*, delivering environmental protection services; the *Environmental Stewardship Division*, delivering both environmental stewardship and park and wildlife recreation services; and the *Planning, Innovation and Enforcement Division*, delivering cross-ministry services in support of all three core business areas. The internal administration of the ministry is managed through the *Corporate Services Division*, which provides shared services to both the Ministry of Water, Land and Air Protection and the Ministry of Sustainable Resource Management.

Each core business area has a defined goal, as well as objectives, strategies, performance measures and targets. The ministry service plan reports will show progress on performance measures, targets and strategies. Strategies without specific completion dates are to be implemented within the three-year time frame of this plan. Over the next three years, the ministry will work towards strengthening the link between performance measures and strategies.

Three types of performance measures are noted in the tables below: outcome measures (for example, state of the environment, or ambient environmental conditions), output measures (for example, direct results of ministry activities) and efficiency measures (for example, timeliness of service). Collectively, these measures help ensure that plans and decisions are based on a holistic view of performance. Many of the outcome performance measures represent long-term results relating to the ministry mandate but beyond the sole control of the ministry. Achieving these outcomes will require stewardship efforts across provincial ministries and by other governments and businesses, as well as significant public behavioural changes. Where appropriate, the ministry has provided a long-term target for 2010 to indicate the ultimate desired results.

ENVIRONMENTAL PROTECTION

Goal: Protect human health and safety by ensuring clean and safe water, land and air.

Environmental Protection strategies and performance measures supporting the goal and all of the objectives of Clean Air and Climate Change, Clean Water, Land Protection, and Environmental Emergencies are shown in the table below.

Strategies	Performance Measures	2001/02 Base Data	Targets		
			02/03	03/04	04/05
Implement industry-led pollution prevention planning at large industrial sites. Simplify environmental regulations and standards, especially for low- and medium-priority operations.	Municipal/industrial sectors for which the ministry has established clear, up-to-date performance expectations.	New composting, aquaculture and AOX standards in place by March 31, 2002.	Oil industry stewardship program. Amendment of Contaminated Sites Regulation. Overhaul of *Pesticide Control Act*.	New Industrial Pollution Prevention Planning Regulation. Part I: Depermitting industrial discharges. Part II: New Special Waste standards.	New comprehensive pulp mill standards in 2005/06.
Implement high-priority monitoring and reporting on air, surface water and groundwater quality (and continued opposition to bulk water exports). Provide compliance and enforcement services targeting high-risk activities.	Compliance with standards (includes municipal and industrial sectors for which results-based standards/ regulations are already in place, e.g., asphalt, municipal sewage).		Measure to be developed in 2002/03.		
Conduct permit authorizations and inspections of high-risk industrial and municipal discharges and high-risk contaminated sites.	Frequency of inspections of high-risk authorizations.	Variable inspection rate for 90 high-risk sites.	Minimum of annual inspection for each site.		
Undertake a comprehensive review of contaminated sites administration by mid-2003.			Implementation of results of comprehensive review of contaminated sites administration.		
Phase-out permitting for low- and medium-risk waste management sites, where appropriate.	Timeliness of issuing waste management authorizations.	28 months (status quo permit system).	0 - 6 months for non-permit approvals. 12 – 24 months for remaining high-risk detailed approvals.		

Broad strategies that cut across several Environmental Protection objectives, but for which performance measures are not practical or have not yet been developed include the following:

- Increase local government control over low-risk floodplain and dyke management by mid-2002.
- Increase web-based public information.
- Encourage conservation (for example, green buildings, water use, wastes disposal).
- Provide compliance and enforcement services targeting high-risk activities.

Environmental Protection strategies and performance measures supporting specific objectives are shown in the table below.

Objectives	Strategies	Performance Measures	2001/02 Base Data	Targets			
				02/03	03/04	04/05	2010
Clean Air and Climate Change Limit air pollution and contribute to meeting global atmospheric objectives.	Develop airshed planning framework, policy and advocacy (continued opposition to Sumas II power project). Adopt vehicle and fuel standards established through US Environmental Protection Agency and Canadian *Environmental Protection Act*. Develop climate change strategy by end of 2002.	Percentage of communities meeting the provincial air quality objective for PM_{10} of 50ug/m^3. Total greenhouse gas emissions in BC.	55% (1998-2000 average) 51.2 mega-tonnes of CO_2 equivalent (1990 level).	55%			Meet Canada-wide standard for $PM_{2.5}$ for monitored communities. Canadian target is 6% less than the 1990 level by 2008-2012.
Clean Water Ensure safe, high-quality drinking water and reduce effluent discharges that impact water quality.	Improve drinking water source protection, through amended *Drinking Water Protection Act* and groundwater legislation by Fall of 2002.	Trend of surface water quality. Testing and trends for nitrates in groundwater.	26 monitored water bodies. Some wells deteriorating in Abbotsford, Grand Forks and Osoyoos.	Increasing number of water bodies where trend reporting is possible. Maintain monitoring capacity in these three critical aquifers.			Maintain improving trends and stabilize declining trends. Improving trends in monitored wells.
		Number of aquifers identified and classified.	438 of estimated 1000 aquifers.	488	538	588	100%
Land Protection Reduce/ remove toxins and wastes that contaminate land.	Improve and expand product reuse and recycling business approach by end of 2004.	An appropriate measure relating to industry-led product stewardship.		Measure to be developed in 2002/03.			
Environmental Emergencies Readiness to respond to high-risk environmental emergencies	Test industry, agency and ministry toxic spill emergency response plans. Expand industry responsibility for response to and clean-up of spills.	Number of toxic spill emergency response plans tested. (Ministry plans, Industrial plans, Response agency plans).	Ministry plans: 1 approved, 0 tested. Industrial plans: 2 tested. Response agency plans: 2 of 3 tested annually.	Ministry plans: 2 approved, 1 tested. Industrial plans: 7 tested. Response agency plans: 2 tested.	Ministry plans: 1 tested. Industrial plans: 7 tested. Response agency plans: 2 tested.	Ministry plans: 1 tested. Industrial plans: 7 tested. Response agency plans: 2 tested.	

ENVIRONMENTAL STEWARDSHIP

Goal: Maintain and restore the natural diversity of ecosystems, and fish and wildlife species and their habitat.

Objectives	Strategies	Performance Measures	2001/02 Base Data	Targets			
				02/03	03/04	04/05	2010
Species at Risk Identify, protect and restore species at risk and their habitat.	Develop Provincial Biodiversity Strategy by 2004. Support industry-led recovery strategies for species at risk. Harmonize with federal government on protection of species at risk and stream protection measures by 2005.	An appropriate species management measure reflecting Biodiversity Strategy and priority-setting.	Measure to be developed in 2004/05.				Stable populations of the specific species.
Wildlife and Wild Fish Manage and protect fish, wildlife and their habitat.	Support industry-led identification of potential Wildlife Habitat Areas (under Forest Practices Code).	Number of established Wildlife Habitat Areas.	50 Wildlife Habitat Areas established.	75	100	125	Continue, and support industry participation.
Habitat Conservation Manage conservation in Parks and protected areas system.	Continue park management planning and ensure protected areas have approved management direction.	Number and percentage of protected areas with approved management direction.	130 protected areas (35%).	555 (69%)	582 (72%)	610 (76%)	100%
	Respond to known significant threats in protected areas.	Number of responses to known significant threats in protected areas.	130 responses or actions in protected areas.	80	80	80	

Objective	Strategies	Performance Measures	2001/02 Base Data	Targets			
				02/03	03/04	04/05	2010
Sustainable Development Assist industry, local government and business to develop sustainably.	Set environmental standards in a revised Forest Practices Code by the end of 2004. Work with other ministries to establish clear environmental stewardship guidelines and standards for industrial activities. Assist industry and the Ministry of Forests to manage the mountain pine beetle epidemic in a way that maintains environmental values. Support other ministries in standard setting for waste management (for example, agriculture, aquaculture).	An appropriate environmental stewardship standards and/or inspections measure.[3] An appropriate environmental stewardship compliance measure based on standards and/or inspections.	Measure to be developed in 2003/04. Measure to be developed in 2003/04.				Industry has adopted standards.

Broad strategies that cut across several of the Environmental Stewardship objectives, but for which performance measures are not practical or have not yet been developed include the following:

- Implement integrated Living Rivers Strategy for protection and restoration of watersheds by 2004.
- Implement area-based planning for protection of species and habitats, and protect priority fish and wildlife habitat.
- Involve local communities in protection and restoration of local ecosystems.
- Integrate environmental stewardship activities and conservation functions inside and outside protected areas.
- Phase out all operational planning and referrals regarding wildlife, fish and habitat by 2003.
- Phase-out freshwater industry development grants, partnerships and advice.
- Phase-out response to low-risk human-wildlife conflicts by mid-2003.
- Provide compliance and enforcement services targeting high-risk activities.

PARK AND WILDLIFE RECREATION

Goal: Provide park and wildlife recreational services and opportunities to British Columbians and visitors.

The broad Park and Wildlife Recreation strategy is to develop a new management model for park and wildlife recreation that connects fees with services and opportunities and allows greater public involvement in decision-making by mid-2002, and implement by mid-2004. This strategy supports the Park and Wildlife Recreation goal and both of the objectives in the table below.

Objectives	Strategies	Performance Measures	2001/02 Base Data	Targets			
				02/03	03/04	04/05	2010
Hunting, Angling and Wildlife Viewing Opportunities Manage/ allocate fish and wildlife for angling, hunting and viewing, and provide wilderness recreation opportunities.	Provide hunting and angling authorizations, based on known population data, and deliver wilderness recreation management. Develop new funding and management approach for fish hatchery operations by mid-2003. Develop web-based hunting and angling licensing services by mid-2004. Undertake a comprehensive review of hunting and angling administration by mid-2004.	Client satisfaction with fish and wildlife recreation opportunities. Compliance with fish and wildlife recreation authorizations.	Measure to be developed in 2002/02. Measure to be developed in 2003/04.				
		Web-based delivery of hunting and angling licences.	Manual paper-based system.	Develop internet-based electronic delivery system and promote greater migration to electronic delivery of services.			Full electronic delivery of service.
		Timely distribution of annual freshwater sport fishing synopsis and wildlife hunting and trapping synopsis.	Varying publication dates.	Angling synopsis published annually by March 15th. Hunting synopsis published annually by July 15th.			
Parks Recreation Provide, through private operators, camping and day use in Parks.	Provide facilities for camping and recreation in designated parks and remove recreational facilities in lower use parks by end of 2003. Increase opportunities for commercial recreation service delivery in appropriate parts of the park system. Increase local community and First Nations involvement in park management through a different management structure, such as an Authority. Enhance web-based information sources.	Park visitor satisfaction with campground facilities and services.	75% (In 2000/01, park visitor satisfaction exceeded the target by 4%).	75%			

IV. Consistency With Government Strategic Plan

The government places a high priority on encouraging a strong, private-sector economy that maintains high environmental standards and displays exemplary environmental stewardship. This responsibility for environmental stewardship is shared across all government ministries. The Ministry of Water, Land and Air Protection directly supports this government priority by providing leadership in adopting and advocating a science-based, principled approach to environment management that ensures sustainability, accountability and responsibility.

New Era Commitments Achieved

No logging or mining in Parks	■ The government has publicly re-confirmed this legislation and policy.
Lifting grizzly bear moratorium	■ Limited hunt in September 2001 and Spring 2002. Report of scientific panel in December 2002.
Ensure decisions on new parks are made in public	■ Open Cabinet approval for proceeding on a federal-provincial agreement and funding a new Gulf Islands national park.

New Era Commitments included in 2002/03 – 2004/05 Service Plan

Acquire and protect Burns Bog	■ The ministry is working, through the Ministry of Finance, with landowners on purchase negotiations.
Living Rivers Strategy	■ The ministry is working with the Ministry of Sustainable Resource Management on practical programs to improve British Columbia's river systems with scientifically-based standards for watershed management, and on developing effective partnerships for management, enhancement and restoration of fish habitat.
Comprehensive groundwater legislation	■ The ministry is working with the Ministry of Health Planning on an action plan to improve the protection of drinking water from the source to the tap.
Oppose Sumas II power project	■ The ministry is continuing work with legal counsel in presenting British Columbia's case to Washington State.
Maintain ban on bulk water exports	■ The government has publicly committed to maintain the legislation establishing the ban.
Streamline Forest Practices Code	■ The ministry is working closely with the Ministries of Forests and Sustainable Resource Management on Forest Practices Code revisions.

Key Projects included in 2002/03 – 2004/05 Service Plan

New/revised legislation to deliver on *New Era* directions	■ The ministry will present amendments or develop new legislation as appropriate.
Improvement plan for threatened airsheds	■ The ministry is identifying critical airsheds and actions required for ensuring their protection.
Pollution Prevention Planning Initiative	■ The ministry will facilitate the development of pollution prevention plans at large industrial sites.
Extending Product Stewardship	■ The ministry will foster improvements to, and expansion of, product reuse and recycling programs.
Biodiversity Strategy	■ The ministry will develop a Biodiversity Strategy to guide conservation of natural ecosystems.
Strategic use of information technology for client service	■ The ministry will enhance web-based services to provide public information and service client needs.

V. Resources Summary

OPERATING EXPENDITURES ($000)

Ministry Division[1]	Fiscal Year			
	2001/02 Restated Estimates	2002/03 Estimates	2003/04[2] Plan	2004/05[2] Plan
Environmental Protection[3]	37,704	45,137	40,119	35,511
Environmental Stewardship • Grizzly Bear Program[4]	83,545 2,000	68,655	59,372	50,850
Planning, Innovation and Enforcement	17,834	19,894	15,694	11,838
Operations Sub-total	**141,083**	**133,688**	**115,185**	**98,199**
Corporate Services	28,183	28,808	28,808	28,808
Ongoing Operating Expenditures	**169,266**	**162,494**	**143,993**	**127,007**
Britannia Mine Remediation	45,000			
Total Operating Expenditures[5]	**214,266**	**162,494**	**143,993**	**127,007**
FTEs	**1298**	**1138**	**930**	**897**

[1] Budgets are shown by Division rather than Core Business Area. The Environmental Protection core business is carried out by the *Environmental Protection Division*, the Environmental Stewardship and Park and Wildlife Recreation core businesses are carried out by the *Environmental Stewardship Division*. The *Planning, Innovation and Enforcement Division* provides cross-ministry services to the other Divisions.

[2] Budgets by Division for 2003/04 and 2004/05 are plan estimates only. Actual budgets will depend among a number of factors including business reviews, the development of new business methods, tools and system, continuous quality improvement initiatives, and the development of new governance and funding models.

[3] Environmental Protection spending (all years) includes money spent through the Sustainable Environment Fund Special Account.

[4] Grizzly Bear Program is one-time funding.

[5] Totals may not add due to rounding.

CAPITAL EXPENDITURES ($000)

Ministry Division	Fiscal Year			
	2001/02 Restated Estimates	2002/03 Estimates	2003/04 Plan	2004/05 Plan
Environmental Protection	3,570	3,120	2,520	2,520
Environmental Stewardship and Biodiversity	13,961	13,505	12,905	12,905
Planning, Innovation, Enforcement	1,854	1,635	1,035	1,035
Corporate Services	20	540	40	40
Total Capital Expenditures	**19,405**	**18,800**	**16,500**	**16,500**

VI. Information Resource Management Plan

The ministry is developing an information resource management plan that is linked to strategic and operational priorities. The major information resource projects will focus on delivering services electronically, both internally and externally. These electronic service delivery projects are:

- web-based information services to clients;
- environmental consultation forum;
- electronic permitting and licensing;
- environmental monitoring and reporting; and
- development of analytical tools.

VII. Human Resource Management Plan

The ministry has developed the following objectives to guide the development of efficient human resource processes, to ensure the ministry has the best staff with the right skills and to create a healthy and attractive work environment:

- ensuring the ministry has the staff resources and succession plans to meet its present and future performance commitments;
- acquiring, developing, retaining and sharing critical knowledge and skills;
- recognizing employee contributions and enhancing employee and workplace wellness;
- delivering human resource services and programs;
- supporting diversity; and
- enhancing communications.

VIII. Office for the Environmental Appeal Board, Forest Appeals Commission and Environmental Assessment Board

The Environmental Appeal Board ("Board") and Forest Appeals Commission ("Commission") are independent, quasi-judicial tribunals that hear appeals of government decisions under several provincial statutes concerned with natural resource management, environmental quality, and public health protection. Although these agencies operate independently from the ministry, they are part of a Budget Vote that is the responsibility of the Minister of Water, Land and Air Protection and, therefore, are included in this Service Plan. The mandate and services of the Board and Commission are being reviewed as part of the Administrative Justice Project, a review of the province's administrative justice system initiated by the Attorney General. During the review, the Board and Commission will investigate options for enhancing efficiency in appeal procedures and administration. Treasury Board has determined that the budget for the next three years is status quo pending the results of this review. The Environmental Assessment Board, reporting to the Minister of Sustainable Resource Management, is in start-up phase and has not been formally appointed. No hearings have been held to date. The Environmental Assessment Board is not part of the Administrative Justice Project.

IX. Conclusion

Over the next three years, the mandate of the Ministry of Water, Land and Air Protection will be delivered in new and innovative ways. Using new approaches and new tools, the ministry will work to deliver *New Era* commitments and key projects, and to ensure that British Columbia has high standards of environmental protection and management. The ministry will focus on more efficient and affordable processes, broader and stronger accountability and, above all, on achieving better results for the environment, communities and the economy.